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Why, What and How of Competencies

Why competencies are required?

Competencies are required to achieve excellence, enhance performance, face challenges successfully, get desired results and optimize performance. Visionary Companies do things different and most of it is related to 'Person' and 'People' domain.

What competencies actually do?

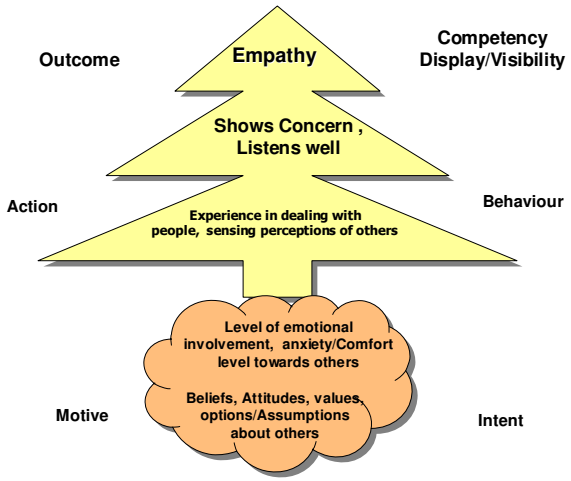
Application of competencies will raise the bar of your performance. It provides stable measures of success of career path. It helps to define empowerment, accountability, and succession planning and performance standards. Competency model represent the engine that drives integrated performance management system.

Understanding the concept of a Competency

Each competency reflects three intrinsic elements that are integrated. It shoots up form the 'Motive', there is an 'Action' and finally ends with a 'Result'.

The following diagram indicates the intrinsic relationship of a competency called 'Empathy'.

Empathy is about understanding and entering into another's feelings. Empathy is felt and seen as an outcome of a competency used. It is known from the behaviour when one shows concern and listens well (behaviour and action part of the competency). This action and behaviour emanates from the underlying experience of a person who is dealing with people displaying his ability to sense perceptions of others. The action and behaviour demonstrating the competency is connected to the intention and motive of persons.



Different Types and Levels of Competencies

To illustrate, let us examine competencies of two people. One is a Neurosurgeon (NS) specialized in brain surgery and the other is a Computer Technician (CT) who is an expert in maintenance of computer hardware. Their job similarities are both work on brains which are essential to functioning of the 'system'. Their jobs differ since the computer technician works alone and the neurosurgeon works with other surgeons, nurses and attendants. Both must have some common competencies such as: 'system' orientation to conduct diagnosis, fine muscle control to operate with precise movements in small spaces, ability to take initiative to find additional information needed to solve problems to repair or maintain the 'system', accurate understanding of own abilities/, must know when to call on others to help or transfer the 'client' to another professional.

Both of them also must have some competencies that differ from the other. The CT must have 'efficiency' to 'fix' the computer by solving the problem as quickly as possible. The repairs should involve a minimum loss of computer functioning time, minimum time spent and a minimum replacement of parts. CT can also take moderate risks in attempting solutions, maximizing effort at the repair based on the needs of the computer user. Each use a different body of knowledge

The NS must take minimum amount of time during the surgery but cannot take moderate risks and seek shortcuts that might work as a means to desired results. Neither the NS nor the patient can afford experimentation. Though efficiency is important, NS cannot afford to take risks. NS must have efficiency to work with team. The key difference: Risk orientation and ability to manage work of others.